



## U.S. DEPARTMENT OF HOMELAND SECURITY

### Homeland Security Advisory Council

February 14, 2006

**Acting Chair:**

Judge William Webster

**Members:**

Duane Ackerman  
Richard A. Andrews  
Norm R. Augustine  
Kathleen M. Bader  
David A. Bell  
Elliott Broidy  
Chuck Canterbury  
Hon. Frank J. Cilluffo  
Dr. Jared L. Cohon  
Dr. Ruth David  
Hon. Tom Foley  
Hon. Lee H. Hamilton  
Herb Kelleher  
John Magaw  
Mayor Patrick McCrory  
Erle Nye  
Gov. Mitt Romney  
Hon. James R. Schlesinger  
Dr. Lydia W. Thomas  
Mayor Anthony Williams

**HSAC Staff**

Mike Fullerton  
Jeff Gaynor  
Mike Miron  
Candace Stoltz

Secretary Michael J. Chertoff  
U.S. Department of Homeland Security  
Washington, DC 20528

Dear Mr. Secretary:

In March 2005, you directed the Homeland Security Advisory Council (HSAC) to establish a Critical Infrastructure Task Force (CITF) to provide recommendations on advancing national critical infrastructure policy and objectives. Looking beyond the past and present Critical Infrastructure Protection efforts, the CITF focused on providing recommendations to ensure the optimal delivery of critical infrastructure services in the post-9/11 "all-hazards environment" while simultaneously reducing the consequences of their exploitation, destruction, or disruption.

The HSAC has reviewed the attached Critical Infrastructure Task Force (CITF) report and recommends that the Department move forward expeditiously to implement its recommendations:

- **Promulgate Critical Infrastructure Resilience as the top-level strategic objective - the desired outcome to drive national policy and planning.**
- **Align policy and implementing directives for risk-based decision-making with the Critical Infrastructure objective within the broader homeland security mission context.**
- **Create a framework of cascading national goals flowing from the top-level Critical Infrastructure Resilience objective.**
- **Establish and institutionalize proactive mechanisms to continually evolve critical infrastructure policy and planning guidance.**
- **Establish a governance structure that supports the diversity of stakeholders within and between sectors as well as the realities of infrastructure placement and operation within communities.**
- **Establish an information sharing regime explicitly linked to critical infrastructure resiliency goals and governance – but integrated within an enterprise-wide information architecture.**

We believe our recommendations constitute the first substantive advancement in Critical Infrastructure thinking since the July 1996 publication of Executive Order 13010, Critical Infrastructure Protection. Further, and most importantly, the recommendations are derived from consultations with those who will be responsible for their execution.

America's highly interdependent, aging, and increasingly stressed Critical Infrastructures empower every activity in the Nation. As Hurricane Katrina demonstrated, infrastructure failure, regardless of cause, can exponentially amplify otherwise difficult but manageable consequences. Acknowledging that our adversaries witnessed the physical, social, economic and political effects of Katrina, we must accept that America's Critical Infrastructure(s) are now viewed by our adversaries as hi-payoff targets, and potentially as "Domestic Weapons of Mass Destruction."

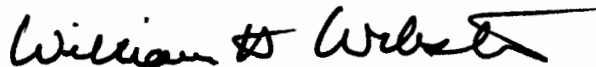
While fully leveraging the Nation's Critical Infrastructure Protection investments, Critical Infrastructure Resilience supports your focus on Risk Management by proactively addressing the consequences of infrastructure failure. Unlike protection, resilience provides an objective and universally understood metric – time – to identify, assess, and sustain investments to ensure the optimal operation of the Nation's interdependent critical infrastructures. The convergence of Federal infrastructure protection with state, local, and tribal government and Private Sector business continuity objectives, will better align the totality of those efforts with the realities of critical infrastructure ownership, placement, and operation. Further, we believe that this convergence of stakeholder objectives will foster the trust that is essential to creating the presidentially directed Information Sharing Environment.

Finally, and again – because critical infrastructure operation empowers every activity in the Nation – the report urges what could be termed a 21<sup>st</sup> Century "Investment in America." To prevent potentially multiple and simultaneous replications of the infrastructure-based consequences suffered in the wake of Hurricane Katrina, and to ensure America's safety and the well-being, quality of life, and opportunities afforded her citizens for this and many generations to follow, we most strongly recommend action be taken to comprehensively assess and renew America's Critical Infrastructures.

On behalf of the HSAC and CITF membership, thank you for the opportunity to address an issue fundamental to America's existence and future. The HSAC and its Senior Advisory Committees understand that implementing our recommendations and seizing the opportunity the "Investment in America" provides, is a big job. That said it is a job that needs to be done, and we are here to help you do it.

The HSAC Staff Point of Contact for the CITF is its Designated Federal Officer, Jeff Gaynor. Jeff can be contacted via telephone at (202) 692-4283 or via e-mail at [jeffrey.gaynor@dhs.gov](mailto:jeffrey.gaynor@dhs.gov).

Sincerely,



**William Webster**  
Acting Chair,  
Homeland Security Advisory Council

Encl